# STRP
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Strategic Transit
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stratégique de
transport en commun

STRP Report 14

# Developing
# Travel Demand Management (TDM) Programs:

## Action Planning for Transit Systems

December 1995

a project managed by
un projet dirigé par

cuta actu

Canadian Urban Transit Association
Association canadienne du transport urbain

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METROPOLITAN AUTHORITY
SOCIÉTÉ DE TRANSPORT DE L'OUTAOUAIS

For more information about this program, please contact:

Brendon Hemily
Manager of Research and Technical Services
Canadian Urban Transit Association
Suite 901, 55 York Street
Toronto, Ontario
M5J 1R7

Pour d'autres renseignements sur ce programme, veuillez-contacter:

Brendon Hemily
Directeur de la recherche et des services techniques
L'Association canadienne du transport urbain
Suite 901, 55 rue York
Toronto (Ontario)
M5J 1R7

Tel: (416) 365-9800
Fax: (416) 365-1295

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Prepared by:

Brendon Hemily

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CUTA is the association of providers of urban transit services, suppliers and related organizations in Canada. Its mission is to promote the role of urban transit in enhancing mobility, and to support its members in the fulfilment of their mandate.

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# Developing Travel Demand Management (TDM) Programs: Action Planning for Transit Systems


**Author(s)**

Brendon Hemily
Manager of Research and Technical Services
Canadian Urban Transit Association

With presentations by G. Leicester, BC Transit-Vancouver, and R. Drolet, BC Transit-Victoria

**Performing Agency**

Canadian Urban Transit Association (CUTA)
55 York Street, Suite 901
Toronto, Canada M5J 1R7
Tel: (416) 365-9800


**Project Manager**

Brendon Hemily

**Sponsoring Agency**

Canadian Urban Transit Association (CUTA)


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**Abstract**

The concept of **Travel Demand Management (TDM)** includes a wide variety of policies and measures that can be used to influence patterns of travel demand, and in particular to discourage the demand for travel using Single Occupant Vehicles (SOVs). The TDM philosophy and approach is relevant for transit since it focuses on specific market segments that are important to transit (i.e employees at their workplaces), and has as one of its core objectives, to encourage a modal shift from SOV travel to transit. It offers a potentially valuable approach for developing market segment-based services, building partnerships with employers in order to promote and support these services. Unfortunately, TDM has not been actively pursued by the transit industry to date.

The intent of this report is to: 1) provide a better understanding of the TDM concept and its relevance to transit, and 2) develop a simplified approach for stimulating TDM-related initiatives by transit managers. Presentations from a 1994 CUTA R&D Workshop, included in this report, outline the TDM approach and specific measures implemented by two transit systems. In order to assist transit managers interested in pursuing a TDM agenda, the report provides transit managers with ***TDM Action Planning Sheets*** that could be used to develop four types of programs: A) TDM Plan for Municipal/Transit System Employees; B) Municipal Parking Policies and Strategies; C) Employer-Based TDM Programs; and D) Transit Priority Measures. These Action Planning Sheets outline the key steps and issues that transit systems will have to address if they are interested in developing these TDM Programs in their own cities. The Action Planning Sheets are concise and generic in nature, and are intended to lay a starting framework, which will then need to be tailored to meet the needs of the individual environment. The report also contains a list of selected references on TDM.



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| Auteur(s) | Organisme exécutant |
|---|---|
| Brendon Hemily<br>Directeur de la recherche et des services techniques<br>Association canadienne du transport urbain<br><br>Avec préentations par G. Leicester, BC Transit-Vancouver et R. Drolet, BC Transit-Victoria | Association canadienne du transport urbain (ACTU)<br>55 rue York, Suite 901<br>Toronto, Canada M5J 1R7<br>Tel: (416) 365-9800 |
| Directeur du projet | Organisme parrain |
| Brendon Hemily | Association canadienne du transport urbain (ACTU) |



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Résumé

Le concept de **gestion de la demande en transport (GDT)** rassemble de nombreuses stratégies et mesures qui peuvent être employées pour influencer les dimensions de la demande en transport, et en particulier, pour réduire les déplacements à partir de véhicules à occupation solitaire. L'approche de la GDT est pertinente pour le transport en commun puisqu'elle met l'accent sur des segments de marché qui sont importants pour le transport en commun (par.ex. les employés allant à leur lieu de travail), et a comme objectif important d'encourager le transfert modal de l'automobiliste solitaire vers le transport en commun. L'approche de la GDT encourage le développement de partenariats avec les employeurs pour promouvoir et soutenir les services orientés vers ces segments de marché. Malheureusement, les stratégies de GDT ont été peu poursuivies jusqu'à maintenant par les gestionnaires du transport en commun.

Les objectifs de ce document sont: 1) d'établir une meilleure connaissance du concept GDT, et 2) de développer une approche simplifiée pour encourager davantage d'initiatives liées à la GDT par les gestionnaires du transport en commun. Les présentations d'un atelier de l'ACTU de novembre 1994, inclus dans ce document, décrivent l'approche de la GDT et les mesures spécifiques mises en place dans deux réseaux. Afin d'aider les gestionnaires du transport en commun, intéressés à développer la GDT, le rapport présente des ***ébauches de plans d'action pour la GDT*** qui peuvent être employées pour développer quatre types de programmes: A) un plan de GDT pour les employés municipaux / transport en commun; B) des politiques de stationnement municipales; C) des programmes de GDT pour employeurs; et D) des mesures de priorité au transport en commun. Ces ébauches de plans d'action identifient les **principales étapes de développement et les questions clé qui devront être résolues** dans toute ville désireux d'élaborer ce genre de programmes de GDT. Ces ébauches de plans d'action sont concises et de nature générale, et permettent d'établir une structure de base, qui devra être ensuite modifiée selon les besoins de l'environnement choisi. Le document contient aussi une sélection de références sur la GDT.



| Mots-clés | Langue |
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Ron Drolet, BC Transit - Victoria

## INTRODUCTION

In its study on The Implications of Demographic and Socioeconomic Trends (see Selected References), the Canadian Urban Transit Association (CUTA) explored a variety of structural changes affecting the market for transit, and identified a number of potential strategies. In particular, the study identified ***guiding principles*** that transit managers should pursue in order to repond to the constantly changing market they face. These were stated as follows:

- *Proactive management is needed to successfully deal with the issues of the future. Management can no longer afford to just respond to events. Management must take the initiative.*
- *Management must be market driven. Management must make their decisions with the needs of the customers in mind. Different customers in different market segments have different needs. These needs must be analyzed and services designed accordingly.*
- *External partnerships will play a critical role in the future. Much was said about the need to encourage pro-transit-oriented policies. This includes ensuring the cooperation of politicians, land-use planners, municipal officials, business people, developers and others. Establishing partnerships with these players will be very important in achieving these objectives.*

This expressed need for transit to **build partnerships with a variety of players, both public and private**, has been strongly reiterated through other efforts as well, in particular, CUTA's Modal Shift to Transit Study, and the New Vision for Urban Transportation, a joint effort by the Transportation Association of Canada, CUTA, and other national associations.

These various studies and discussions have resulted in a number of conclusions that are important for transit to consider:

- The workplace remains a major generator of travel, and in particular of **"Single Occupant Vehicle" (SOV) travel**; it is desirable for environmental reasons, to find means to reduce SOV travel.
- A variety of policies and measures can be implemented to influence patterns of travel demand, and in particular to discourage the demand for travel by SOV. These have been brought together under the broad concept of: **Travel Demand Management (TDM) Measures**. As can be seen in Table 1 (see also the Selected References), TDM includes a vast array of measures: improved Non-SOV modes, employer-based measures, transit priority, economic incentive programs, parking management, auto restrictions and pricing, alternative work arrangements, etc.
- Public policies are insufficient by themselves; to be effective, the TDM approach requires **the cooperation and active participation of employers and developers**, in order **to influence the mode choices of individual employees to and from their workplace**.

The TDM philosophy and approach is potentially very compatible with the Guiding Principles identified above, since it focuses on specific market segments (i.e employees at their workplaces), and has as one of its core objectives, to encourage a modal shift from SOV travel to transit.

However, TDM can also be complex and difficult since it involves creating lifestyle changes. In addition, it often represents a totally new arena for transit, and requires working with new partners (e.g. employers) who may have different expectations and approaches than transit systems. As a result, transit managers in Canada have only begun to explore some of the implications and potential of the TDM approach.

Despite these difficulties, TDM offers a potentially valuable approach for those proactive transit managers who wish to develop market segment-based services, and would like to promote and support these services through various partnerships. CUTA, through its Strategic Transit Research Program (STRP) seeks to encourage innovation in the Canadian transit industry. It has therefore launched a STRP activity designed to **analyze TDM, from the perspective of the transit manager**, in order to better understand the TDM approach and the potential application of TDM measures to support the objectives of individual transit systems. The two initial objectives of this STRP activity were to:

1) conduct a R&D **workshop** to encourage a better understanding by the transit industry concerning TDM, and

2) to develop a simplified approach for stimulating TDM-related initiatives by transit managers: the **TDM Action Planning Sheets.**

As a result, CUTA organized in November 1994 an R&D Workshop, entitled: **"Managing Urban Travel Demand - a New Approach to Mobility in Times of Limited Resources"**. As can be seen in Appendices 1-4 of this report, the Workshop included three presentations: an overview concerning Transit Perspectives on TDM, and presentations about the implementation of TDM by transit systems in two different cities: Vancouver and Victoria.

Following these presentations, workshop participants reviewed and discussed a set of draft **"Action Planning Sheets"**, which outline the various **steps and issues** that transit systems would have to address in order to **initiate TDM Programs in their own cities.** These discussions, followed by subsequent research by CUTA notably in the area of transit-supportive parking policies, have been used to refine the four Action Planning Sheets provided in this report. They are:

A. **An Action Plan for developing a TDM Plan for the benefit of Municipal and/or Transit System Employees**
B. **An Action Plan for developing TDM-based Municipal Parking Policies and Strategies**
C. **An Action Plan to establish Employer-Based TDM Programs**
D. **An Action Plan to implement Transit Priority Measures in a community**

These four Action Planning Sheets are concise and generic in nature, and are intended to assist transit managers interested in TDM by laying out fundamental issues and process steps that will need to be addressed in the pursuit of the above strategies. It is clear that they will need to be tailored to one's individual environment. Nonetheless, it is hoped that the synthesis effort and expertise that was used in order to develop these Action Plan frameworks will facilitate the analysis and planning of TDM initiatives by transit managers in their own communities.

**Table 1**
**TRAVEL DEMAND MANAGEMENT (TDM) MEASURES**

A IMPROVED ALTERNATIVES TO SINGLE OCCUPANT VEHICLES (SOV)
- A1 Transit
- A2 Carpool
- A3 Vanpool
- A4 Bicycle / Pedestrian

B INCENTIVES AND DISINCENTIVES
- B1 Employer-Based Measures
  - TDM program marketing at worksite (customer information on non-SOV modes)
  - Transit media sales outlet at worksite
  - Employee Transportation Administrators / Coordinators
  - Site design and amenities
  - Supporting services (Guaranteed Ride Home, corporate commitment)
- B2 Preferential HOV Treatments
  - Separate roadways
  - Reserved lanes
  - Queue bypasses
  - Priority in traffic control system (signal preemption, special signal phases)
- B3 Economic Incentives
  - Employer / developer-sponsored incentives (transit pass or ridesharing subsidies, travel allowances)
  - Public agency-sponsored incentives (fare discounts, vanpool start-up subsidies)
- B4 Parking Supply and Pricing Management
  - Parking requirements in zoning codes
  - Control of parking supply
  - Pricing strategies for publicly-managed parking
  - Parking taxes
- B5 Auto Restrictions
  - Auto-restricted zones
  - Traffic calming strategies
- B5 Tolls and Congestion Pricing

C ALTERNATIVE WORK ARRANGEMENTS
- C1 Variable Work Hours / Compressed Work Week (staggered hours, flextime, compressed week)
- C2 Telecommuting

INTEGRATED LAND USE / TRANSPORTATION POLICIES COMPLEMENT TDM

## ACTION PLANNING SHEETS:

A. TDM PLAN FOR MUNICIPAL / TRANSIT SYSTEM EMPLOYEES

B. MUNICIPAL PARKING POLICIES AND STRATEGIES

C. EMPLOYER-BASED TDM PROGRAMS

D. TRANSIT PRIORITY MEASURES AND SYSTEMS

## A. TDM PLAN FOR MUNICIPAL / TRANSIT SYSTEM EMPLOYEES
### Action Planning Sheet

- **NEED FOR TDM PROGRAM AND DEVELOPMENT PROCESS**
  - Assemble data on local environmental/congestion conditions and potential benefits of TDM program
  - Articulate NEED for program clearly; stress linkage between Single Occupant Vehicle (SOV) travel and pollution
  - Establish TDM Program development process, including mechanisms for employee involvement (program must be perceived as being fair)
  - Inventory of parking provided; identify current operating & capital costs of parking provided
  - Survey of municipal / transit employees to identify travel patterns (including parking) and mode choice; this establishes baseline
  - Articulate targets and evaluation criteria

- **EVALUATION OF TDM STRATEGIES**

  Analysis of potential modal shift, costs, impacts on transit operations, etc. from an evaluation of potential TDM strategies:
  - Employer Transportation Administrator (ETA) program (1 ETA position per 2000 employees possible guideline)
  - Tailored non-SOV travel information
  - Enhanced visibility of transit stops near work sites (more visible location, stop information, shelters, map display)
  - Parking rationing program
  - On-site sales of fare media
  - Pass subsidy program for municipal employees
  - "Travel Bucks" / other incentives to leave car at home
  - Travel allowance
  - Guaranteed Ride Home Program (important for both transit, where off-peak service is inadequate, and ridesharing)
  - Preferential carpool parking locations
  - Rideshare matching
  - Creation of vanpool fleet
  - Bicycle racks / lockers
  - Alternative work hours (staggered hours, flex-time, compressed work week, etc.)

- **TDM PROGRAM ADOPTION**
  - Integrate program elements
  - Seek support at appropriate levels / departments to implement
  - Develop strong corporate commitment statement
  - Seek strong Council endorsement / mandate

## A. TDM PLAN FOR MUNICIPAL / TRANSIT SYSTEM EMPLOYEES
### Action Planning Sheet (continued)

- **TDM PROGRAM PROMOTION**
  - Identify themes
  - Promotional media (printed, videos, etc.)
  - Distribution
  - Person-level marketing: face to face discussions to outline need for and elements of program

- **MONITORING OF RESULTS / FEEDBACK CONCERNING IMPROVEMENTS**

- **MUNICIPAL TDM PROGRAM AS MODEL FOR OTHER EMPLOYERS**
  - Documentation of program to serve as model for other employers
  - Use program to test concepts

## B. MUNICIPAL PARKING POLICIES AND STRATEGIES
### Action Planning Sheet

- **ANALYSIS OF CURRENT SITUATION**
  - Inventory of parking (public, private, off-street, on-street, paid, free, transit access)
  - Survey of utilization (occupancy, purpose, and walk times) and payment arrangement (commercial, lease by employer, provided by land owner)
  - Identification of major institutions with parking problem / planned expansions
  - Public parking management practices and plans
  - Park and ride (inventory, potential locations)

- **EXISTING LEGAL / PLANNING FRAMEWORK**
  - Legislation governing planning requirements
  - Legislation governing ability to set pricing policy
  - Current planning framework (plan, by-laws, past practice)
  - Existence of municipal parking policy / guidelines
  - Consistency of parking policy / practice with other transportation policies (support for transit, land-use, etc.)

- **EVALUATION OF POTENTIAL POLICIES / STRATEGIES**
  **(refer to Table 2: Transit-Supportive Parking Policies and Strategies)**
  - Identify strategic objectives
    (e.g. establish maximum (not minimum) requirements for new development; discourage commuter parking while protecting short-term parking; use parking revenues to support transit, etc.)
  - Select policies and strategies to evaluate
  - Evaluation of policies / strategies, with respect to:
    - costs and benefits
    - legislation requirements
    - technical / administrative feasibility
    - forecast impacts of policies after implementation

- **ASSESSMENT OF POLITICAL / INSTITUTIONAL WILLINGNESS**
  - Political / public awareness and attitudes
  - Key staff responsible for parking policies/management, and their attitudes
  - Key staff responsible for development approvals, and their attitudes
  - Strategic support among community groups, business interests, etc.

- **STRATEGY DEVELOPMENT**
  - Internal consultations
  - Public consultations
  - Seek support at appropriate levels / council endorsement

**Table 2**
**TRANSIT-SUPPORTIVE PARKING POLICIES AND STRATEGIES**

**I MANAGEMENT OF PARKING SUPPLY**

1. Requirements for New Developments
   1) Reduction of Minimum Requirements
   2) Establishing Maximum Requirements
   3) Negotiated Flexible Requirements
      a) Provide in-lieu payments for reduced requirements
      b) Support for ridesharing and/or transit for reduced requirements
      c) Shared use of common parking facilities as factor in determining requirements
   4) Regulation of Leasing Practices (separating leasing of office space from leasing of parking)

2. Municipal Parking Supply Management Strategies
   1) Parking Caps
   2) Restraints on Principal-Use Parking Facilities
   3) Restrictions on Access to Parking by Commuters
      a) Area parking permit programs
      b) Time of day restrictions
      c) Meter parking
      d) Eliminating curb lane parking
   4) Trip Reduction Demand Management Ordinances Restricting SOV Parking Supply
   5) Increased Enforcement

**II PARKING PRICING POLICIES AND STRATEGIES**

1. Pricing of Parking Under Public Control
   1) Introduction/Increase of Parking Rates
      a) on-street parking
      b) off-street parking
   2) Parking Rates to Encourage Short-Term Use (shoppers, etc.) and Discourage Long-Term Use (commuter parking)
   3) Reduced Rates for Preferred Vehicles (ridesharing, energy-efficient vehicles)

2. Economic Disincentives/Taxes to Modify Demand for Parking
   1) Parking Revenue Tax
   2) Parking Space Tax
   3) Parking Surcharges
      (ad valorem, based on hours parked, fixed amount)
      a) peak-period surcharges
      b) all-day surcharges

**III TRAVEL ALLOWANCES AND RELATED POLICIES**

1. "Cash-Out" Option (employer requirement to offer employees equivalent of market value of parking subsidy as taxable cash travel allowance)
2. Replacing Employer-Subsidized Parking with Travel Allowances for Every Employee (tax exempt in U.S.)
3. Reclassification of Employer-Provided Parking as a Taxable Fringe Benefit
4. Tax Exemption of Employer-Provided Transit Passes (already in existence in U.S.)

## C. EMPLOYER-BASED TDM PROGRAMS
### Action Planning Sheet

- **EMPLOYER OUTREACH STRATEGY DEVELOPMENT**
  - Create database of all major employers (>100 employees)
  - Analyze attributes of employers (size; geographic location; characteristics of employees, parking availability, transit service availability, level of service, and destinations, etc.)
  - Identify most promising employer partners, based on above attributes
  - Develop employer partnership strategy
  - Consultations with employers / groups of employers
  - Assess available / potential resources at transit system to support services
  - Determine support to be provided to ETA's

- **EMPLOYER OUTREACH SERVICES TO BE PROVIDED**
  Focus on services to be received at employee level.
  - Conventional customer information
  - Tailored customer information
  - ETA training / apprenticeship program
  - Transit passes (pass sales commission, special passes, discounts)
  - Enhanced bus stops (shelter, map) for TDM-participating employers
  - Transit services tailored to employers (coordination of bus schedules, subscription buses)
  - Encourage flexible working conditions to encourage transit use
  - Vanpool support

- **WORK WITH INTERESTED EMPLOYER TO TEST PROPOSED PACKAGE OF SERVICES AND DEMONSTRATE BENEFITS**

- **REVIEW TRANSIT CUSTOMER INFORMATION**
  - Conventional products (Maps, schedules)
  - Accessibility
  - Review trip planning function by telephone agents to serve individuals / Enhance through computerized telephone information systems
  - Other new products (employer-based route and schedule information, information by fax or modem, etc.) tailored to meet employer / employee needs

## C. EMPLOYER-BASED TDM PROGRAMS
### Action Planning Sheet (continued)

- **PROGRAM PROMOTION**
  - Identify themes (e.g. focus on corporate / individual responsibilities with respect to pollution, etc.)
  - Assemble data on local environmental/congestion conditions and potential benefits
  - Promotional image and media (printed, videos, etc.)

  - Joint promotion and information partnerships
  - Distribution
  - Build partnership with Economic Development departments and agencies involved with new developments or employer / employee relocations

- **MONITOR BENEFITS / REFINE PROGRAM DEFINITION AND DELIVERY**

## D. TRANSIT PRIORITY MEASURES AND SYSTEMS
### Action Planning Sheet

- **DEVELOP DIALOGUE / PARTNERSHIP WITH TRAFFIC ENGINEERS / CITY PLANNERS**

- **INVENTORY OF TRAFFIC CONTROL SYSTEM**
  - Signalized intersections
  - Types of traffic controllers
  - Current signal setting strategies
  - Use Canadian Capacity Guide for Signalized Intersections to assess "person-based", as opposed to "vehicle-based", capacity of intersections

- **IMPACT OF CONGESTION ON TRANSIT**
  - Analysis of vehicle time (intersection delays, stops, in movement) and impact on passenger hours
  - Intersections and congested road segments ranked by their impact on transit delay and transit volumes; refer to "Canadian Capacity Guide for Signalized Intersections" (see Selected References)
  - Costing of congestion impacts

- **REVIEW OF POTENTIAL TRANSIT PRIORITY MEASURES**
  - Bus lanes
  - Removal of bus bays / curb extensions
  - Queue bypasses
  - Turning prohibitions for general traffic
  - Bus Gates (limits use of road segment to transit vehicles only)
  - Transit malls

- **REVIEW OF TRANSIT PRIORITY TRAFFIC CONTROL SYSTEMS:**
  - Signal priority (green extension, red truncation, phase interruption)
  - Transit-only signal phases
  - Special signals at transit terminals / actuation at side-streets
  - Person-based signal splits

- **TRANSIT PRIORITY STRATEGY DEVELOPMENT**
  - Gauge / build local political interest / will
  - Develop incremental strategy for technical tests and to build confidence
  - Analyze costs, benefits, payback period
  - Address concerns related to removal of on-street parking and its impact on local businesses
  - Articulate enforcement needs and their importance / Develop support from affected agencies

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- **Canadian Capacity Guide for Signalized Intersections**, to be published in 1996, Institute of Transportation Engineers - District 7 (Canada)

## APPENDICES - TDM WORKSHOP PRESENTATIONS

1. R&D WORKSHOP AGENDA: "MANAGING URBAN TRAVEL DEMAND - A NEW APPROACH TO MOBILITY IN TIMES OF LIMITED RESOURCES"

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4. URBAN TRAVEL DEMAND MANAGEMENT: STRATEGIC PARTNERSHIPS
   Ron Drolet, BC Transit - Victoria

## APPENDIX 1

### R&D WORKSHOP AGENDA:
### MANAGING URBAN TRAVEL DEMAND - A NEW APPROACH TO MOBILITY IN TIMES OF LIMITED RESOURCES

CUTA Fall Conference, Calgary
November 27, 1994

| | |
|---|---|
| 1300 | INTRODUCTION TO WORKSHOP<br>Nelson Melnyck, Manager of Corporate Planning,<br>Toronto Transit Commission |
| 1310 | TRANSIT PERSPECTIVES ON TRANSPORTATION DEMAND MANAGEMENT (TDM)<br>Brendon Hemily, Manager of Research and Technical Services<br>Canadian Urban Transit Association |
| 1330 | TRANSPORTATION DEMAND MANAGEMENT: EXPERIENCES FROM THE VANCOUVER REGION - A TRANSIT PROVIDER'S PERSPECTIVE<br>Glen Leicester, General Manager, Long Rang Planning<br>BC Transit - Vancouver |
| 1350 | URBAN TRAVEL DEMAND MANAGEMENT: STRATEGIC PARTNERSHIPS<br>Ron Drolet, Division Manager, Planning and Marketing<br>BC Transit - Victoria |
| 1410 | (questions and discussion) |
| 1425 | Outline of group discussion objectives |
| 1430 | (coffee break) |
| 1445 | Group Discussions<br>A document will be prepared in advance that provides a practical action plan for the key TDM strategies that are most relevant to transit managers. The Action Plan document will identify for each of these strategies:<br>- Major action items<br>- Requirements<br>- Preliminary data collection by transit staff<br><br>Each group will review the documents and critique / enhance |
| 1600 | Plenary: Suggested modifications to Action Plan documents |

APPENDIX 2

Canadian Urban Transit Association
Association canadienne du transport urbain

# TRANSIT PERSPECTIVES ON TRANSPORTATION DEMAND MANAGEMENT

Brendon Hemily
Manager of Research and Technical Services
Canadian Urban Transit Association (CUTA)

November 1994
Calgary, Alberta

## TRAVEL DEMAND MANAGEMENT (TDM) MEASURES

A IMPROVED ALTERNATIVES TO SINGLE OCCUPANT VEHICLES (SOV)
- A1 Transit
- A2 Carpool
- A3 Vanpool
- A4 Bicycle / Pedestrian

B INCENTIVES AND DISINCENTIVES
- B1 Employer-Based Measures
  - TDM program marketing at worksite (customer information on non-SOV modes)
  - Transit media sales outlet at worksite
  - Employee Transportation Administrators / Coordinators
  - Site design and amenities
  - Supporting services (Guaranteed Ride Home, corporate commitment)
- B2 Preferential HOV Treatments
  - Separate roadways
  - Reserved lanes
  - Queue bypasses
  - Priority in traffic control system (signal preemption, special signal phases)
- B3 Economic Incentives
  - Employer / developer-sponsored incentives (transit pass or ridesharing subsidies, travel allowances)
  - Public agency-sponsored incentives (fare discounts, vanpool start-up subsidies)
- B4 Parking Supply and Pricing Management
  - Parking requirements in zoning codes
  - Control of parking supply
  - Pricing strategies for publicly-managed parking
  - Parking taxes
- B5 Auto Restrictions
  - Auto-restricted zones
  - Traffic calming strategies
- B5 Tolls and Congestion Pricing

C ALTERNATIVE WORK ARRANGEMENTS
- C1 Variable Work Hours / Compressed Work Week (staggered hours, flextime, compressed week)
- C2 Telecommuting

INTEGRATED LAND USE / TRANSPORTATION POLICIES COMPLEMENT TDM

## THE "TDM PHILOSOPHY" AND ITS RELEVANCE FOR TRANSIT

1. EXPLICITLY RECOGNIZES NEED TO REDUCE "SOV'S"
   - Congestion
   - Air emissions
   - Costs to society

2. STATES NEED FOR ACTION
   - "Do-Nothing" not an option
   - Increasing decentralization
   - Increasing auto ownership

3. FREE PARKING AND UNCONSTRAINED MOBILITY ARE NOT RIGHTS

4. "SUPPLY" BASED SOLUTIONS ARE INSUFFICIENT AND UNAFFORDABLE

5. "MOBILITY MANAGEMENT" PERSPECTIVE

6. HIGHLIGHTS FACTORS THAT INFLUENCE TRAVEL BEHAVIOUR / DEMAND:
   - *Information* on commuter alternatives
   - Cost and availability of *parking*
   - Ease of *access* to alternatives at workplace

7. MULTI-MODAL PERSPECTIVE ON POLICY, PLANNING AND OPERATIONS

8. PRIORITY TREATMENT TO NON-SOV MODES OF TRAVEL

9. NEED TO RE-WORK ECONOMIC EQUATION OF SOV's vs. NON-SOV's
   - Employer passes
   - Tax credits
   - Parking fees
   - Toll roads, congestion pricing

10. DEVELOPERS / EMPLOYERS HAVE RESPONSIBILITY IN TRAVEL PATTERNS OF THEIR DEVELOPMENTS / EMPLOYEES

## IMPLEMENTATION OF TDM BY MUNICIPALITIES

- PHILOSOPHY AND PROMOTION
  - Goals and objectives
  - Education (politicians, developers, administrators, public)

- PLANS AND POLICIES
  - TDM in municipal transportation plan
  - Consistent policies: land-use, infrastructure, parking, transit, roads
  - Plans for transit, parking, ridesharing, bicycles, pedestrians
  - TDM plan for municipal employees

- DEVELOPMENT REQUIREMENTS AND NEGOTIATIONS
  - Traffic impact analysis and mitigation
  - Parking
  - Charges and in-lieu fees

- OPERATIONAL PROGRAMS
  - Traffic management and public works: transit and pedestrian priority
  - Parking management and pricing
  - Ridesharing programs (matching, vehicles, Guaranteed Ride Home)
  - TDM monitoring
  - Road pricing / access management

- ORDINANCES
  - TDM Plan requirements
  - Trip Reduction Plan requirements

## IMPLEMENTATION OF TDM BY DEVELOPERS / EMPLOYERS

- TDM PROMOTION
  - Corporate commitment / TDM plan
  - Information dissemination
  - Employer transportation coordinator / administrator (ETC/ETA's)

- SITE AMENITIES
  - Pedestrian access to transit
  - Bicycle racks / facilities
  - Preferential treatment for ridesharing
  - On-site services (daycare, food, etc.) to reduce travel needs

- ECONOMIC DISINCENTIVES / INCENTIVES
  - Parking fees
  - Transit pass subsidies
  - Travel allowances

- TRANSPORTATION PROGRAMS
  - Rideshare matching
  - Vanpool start-up
  - Guaranteed Ride Home
  - Shuttle services to transit nodes, facilities

- ALTERNATIVE WORK ARRANGEMENTS
  - Staggered work hours
  - Telecommuting

## TRANSIT ACTIVITIES TO DIRECTLY SUPPORT TDM

- IMPROVED CUSTOMER INFORMATION
  - Maps, schedules, trip planning

- EMPLOYER OUTREACH / SERVICES
  - Contact with employers
  - Support to / training for ETC/ETA's
  - Tailored services (schedule coordination, subscription buses)

- PARTNERSHIPS TO DEVELOP / SUPPORT TDM
  (policies, planning, operations)
  - Employers
  - Municipal planning staff
  - Transportation staff
  - Traffic management staff
  - Parking staff

- TDM PLAN FOR TRANSIT STAFF

## CONCLUSIONS

1. TDM IS IMPORTANT, NOT THE LEAST BECAUSE OF THE DIFFERENT PERSPECTIVE IT PROVIDES

2. TDM PROVIDES A COMPLEMENTARY STRATEGY TO THE DELIVERY OF TRANSIT SERVICE, AND THERE ARE VARIOUS ACTIVITIES THAT TRANSIT SYSTEMS CAN CARRY OUT TO SUPPORT TDM

   HOWEVER:

   IT CANNOT REPLACE TRANSIT. TDM SERVES LITTLE PURPOSE IF THE QUALITY OF TRANSIT IS ALLOWED TO ERODE.

3. IT CAN BE EFFECTIVE, BUT IT DOES NOT PRODUCE MIRACLES.

   IT IS ONLY ONE TOOL TO COMPLEMENT EFFECTIVE POLICIES AND PROGRAMS RELATED TO INFRASTRUCTURE, TRANSIT SERVICE DELIVERY AND ESPECIALLY PLANNING FOR SUSTAINABLE LAND-USE FORMS.

## APPENDIX 3

# TRANSPORTATION DEMAND MANAGEMENT

## Experiences from the Vancouver Region -

## A Transit Provider's Perspective

by

**Glen Leicester**
**General Manager, Long Range Planning**

**Prepared for**
**Canadian Urban Transit Association**
**Fall Conference**
**Calgary, Alberta**

**BC Transit**
**Vancouver, BC**
**November 1994**



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## 1.0 BACKGROUND

Transportation Demand Management or TDM, is defined as "the art of changing travel behaviour, to encourage more efficient use of transportation facilities and services". TDM involves strategies aimed at:

- Changing people's mode of travel to switch from single occupant vehicles to more efficient modes of transport;

- Changing people's time of travel to better utilize existing transportation infrastructure;

These strategies are generally directed at commuter travel and are intended to reduce reliance on single occupant vehicles. TDM measures have captured significant attention in recent years because they can be introduced relatively easily and are inexpensive compared to supplying new transportation capacity.

In Greater Vancouver, two separate planning initiatives are relying on TDM strategies to help provide solutions for both mobility and air quality problems.

## 2.0 POLICY CONTEXT

### 2.1 Transport 2021

Transport 2021 is a joint initiative by the Provincial Government (Ministry of Transportation and Highways) and the Greater Vancouver Regional District (GVRD). The purpose of Transport 2021 is to provide a long range transportation plan for Greater Vancouver. The plan was prepared concurrently with the development of the GVRD's regional growth management strategy.

Transport 2021 identified TDM as one of four policy levers with which government can influence and shape travel demand. Research indicates that to be successful, TDM requires a package of mutually supportive incentive and disincentive measures often referred to as "carrots and sticks".

A key thrust of the Transport 2021 work is to better link the costs of providing transport to the prices paid by individuals. The project identified the following TDM measures:

| | INCENTIVES OR "CARROTS" |
|---|---|
| 1. | Promotion of Telecommuting |
| 2. | Encouragement of employers to help reduce vehicle trips to work-sites |
| 3. | Application of bus priority measures |
| 4. | Introduction of high-occupancy vehicle lanes |
| | **DISINCENTIVES OR "STICKS"** |
| 5. | Increase parking charges in downtown and major town centres |
| 6. | Increase in fuel taxes |
| 7. | Introduction of cordon/bridge tolls |

Modelling work carried out by the Transport 2021 Project indicated that a significant TDM package could reduce the number of peak hour vehicle trips by 10% by 2021 (over current trends) and result in a transit ridership increase of 25 to 40% over the same period.

### 2.2 Provincial Transportation Strategy

The newly formed Transportation Financing Authority (TFA), is currently in the process of developing a province-wide Transportation Strategy. The strategy outlines a framework for the development of new transportation initiatives throughout the Province. Some components in the strategy relate to the introduction of TDM measures. These include:

- Creating an incentive structure to encourage better use of existing facilities and services and reduce the overall demand of new facilities and services by:

    - Expanding the use of monetary incentives to encourage off-peak travel and to increase the use of transit and high occupancy vehicles;

    - Promoting employer and community-based programs with government leading by example, to encourage off-peak travel and discourage single occupant vehicle use;

    - Expanding direct charges applied to users of transportation facilities and services.

The policy initiatives described above are reflective of the current thinking and demonstrate leadership on the part of the Province and regional government. As transit is the biggest benefactor of any significant application of TDM, it is only appropriate that BC Transit play a key role in the creation and implementation of TDM measures.

## 3.0 BC TRANSIT INVOLVEMENT

### 3.1 The Changing Role of BC Transit

BC Transit like most transit providers, sees itself as a producer of fixed route, bus, train and ferry services. This traditional role reflects the roots of the Corporation that is most understood by its employees, its management and its customers.

Conventional transit services have been slow to respond to the changing demographics and consumer travel patterns in the region. In many areas, it is not cost effective or practical for fixed route and scheduled services to provide high quality services that can compete with the private automobile. While transit ridership has increased, transit's market share of travel has declined in recent years.

There is a strong market across Greater Vancouver for alternative transportation services. BC Transit has become involved in some of these new services and is seen as a natural organization to help deliver some TDM services to employees and businesses.

The balance of this paper describes some of the TDM strategies that BC Transit has developed for the Vancouver region.

## 4.1 Education & Awareness

Education is a key component in the changing of public attitudes about transportation. Better education helps solicit support for TDM measures by informing the public of the impact of transportation on the environment and economy.

GO GREEN was the first multi-agency campaign in Canada aimed at increasing public awareness of the adverse effects of single occupant vehicle travel. GO GREEN was established in 1990 by BC Transit, the GVRD, Environment Canada, the Ministry of Transportation and Highways and the Ministry of the Environment. The primary objective of the program was to make the public aware that the private automobile was the primary source of Greater Vancouver's air pollution problems, and that use of alternative modes such as transit, ridesharing, cycling or walking could improve air quality. Prior to the introduction of GO GREEN, most residents thought industry was the primary source of air pollution. Within three years this has changed as over 75% of residents identify the automobile as the primary source of air pollution.

In 1994, BC Transit contributed $75,000 to the GO GREEN program which has a regional budget in excess of $265,000. Calgary and Saskatoon are now making use of GO GREEN in their own campaigns.

*Contact: Ms. Joan Sneddon, Market Research Officer*
*BC Transit, (604) 540-3454*

## 4.2 Employer Programs

Employer based programs are widely used in the United States to reduce work trips. In some areas, programs are now mandatory for large companies, while in other areas voluntary trip reduction programs have been introduced. BC Transit has been involved in several employer programs in Greater Vancouver.

### 4.2.1 Employee Transportation Administrator (ETA)

BC Transit introduced an Employee Transportation Administrator (ETA) program in 1991. The program involves a two day training session designed to educate employees about how to implement trip reduction plans (TRP's) within their organizations. The key components of the training are:

- how to design and undertake transportation surveys;
- awareness materials outlining benefits of TDM;
- specialized transit information;
- ridesharing and vanpool referral and assistance;
- promotional and advertising assistance.

To date, BC Transit has trained over 100 Employee Transportation Administrators from both the public and private sector. Graduates of the ETA training have now formed an association and have become advocates of alternative transportation as a means of providing transportation choices to employees and reducing single occupant vehicle use. BC Transit charges $200 for the two day session which is designed to recover the cost of the program.

*Contact: Ms. Karen Hodgson, Marketing Programs Liaison*
*BC Transit, (604) 540-3452*

### 4.2.2 Air Quality Awards

The efforts of ETA's and the organisations they work for are recognized each year at the Air Quality Awards. The awards are sponsored by GO GREEN and recognize achievement in reducing vehicle kilometres travelled and commitment to alternative forms of travel by individual companies and agencies.

Canadian Airlines International is the 1994 winner for its efforts in promoting employee carpool and vanpool programs, improving access for bicycles and introducing preferential parking and company sponsored daycare.

*Contact: Ms. Karen Hodgson, Marketing Programs Liaison*
*BC Transit, (604) 540-3452*

### 4.2.3 BC Transit Employer Services

BC Transit's Marketing Department provides a number of other services for employers. These include:

- Personalized route planning through Transit Open Houses or other employee forums;
- Assistance in identifying transportation choices to companies considering relocation;
- Transit information for displays, new employees or company newsletters;
- Assistance in developing Employee Transportation TDM measures.

*Contact: Ms. Karen Hodgson, Marketing Programs Liaison*
*BC Transit, (604) 540-3452*

### 4.2.4 Transit Options Program (TOP)

The Transit Options Program (TOP) was introduced by BC Transit to permit passes to be sold through payroll deductions to employees. The TOP program consists of a photo I.D. pass along with customized route and schedule information.

The program has not been very successful to date as it does not provide discounts to employers. A proposal to introduce a matching discount of 10% has not been approved due to concerns over potential revenue loss and special treatment.

*Contact: Ms. Joan Sneddon, Market Research Officer*
*BC Transit, (604) 540-3454*

## 4.3 Transit & Bicycle Programs

Cycling is an efficient and environmentally friendly form of travel. While distance limits the potential use of cycling, this can be increased if multi-modal opportunities can be implemented using public transit. Three programs have been introduced by BC Transit.

### 4.3.1 Carrying Bicycles on SeaBus

The SeaBus is a passenger only ferry connecting North Vancouver with downtown Vancouver. Prior to 1991, bicycles were only carried on SeaBus during weekends, and required an additional fare. This was subsequently changed to include all time periods. The additional fare requirement was also eliminated.

As a consequence, bicycle use on SeaBus increased dramatically. The majority of users, were new to the transit system resulting in increased revenue. No additional costs or operating problems were experienced in allowing bicycles to use SeaBus.

*Contact: Mr. Martin Kobayakawa, Transit Planner*
*BC Transit, (604) 540-3395*

### 4.3.2 Bicycle Locker Program

Forty bicycle lockers were introduced at three major stations in the Vancouver region. The lockers are leased for three month periods at a cost of $30.00. The program is administered by Cycling BC under a contractual arrangement with BC Transit. Cyclists pay all administrative costs and it is estimated that the costs of the lockers will be recaptured within five years. There are now waiting lists for lockers, and BC Transit is seeking additional funding to expand the program.

*Contact: Mr. Martin Kobayakawa, Transit Planner*
*BC Transit, (604) 540-3395*

### 4.3.3 Bicycle Racks on Buses

In July 1994, BC Transit introduced a front mounted bicycle rack on buses travelling route #404 between Ladner and Richmond. The two communities are connected by the Massey Tunnel, under the South Arm of the Fraser River. Pedestrians and cyclists are precluded from using the tunnel.

To date, bicycle usage has been relatively low averaging less than 10 per day. BC Transit is monitoring the one year project. The cost of outfitting 10 buses, training drivers and promoting the service is $35,000.

*Contact: Martin Kobayakawa, Transit Planner*
*BC Transit, (604) 540-3395*

## 4.4 Ridesharing

Ridesharing can increase average vehicle occupancy and is designed to make better use of existing facilities and services. Carpooling (two or more people sharing an automobile) and vanpooling (six or more people sharing a van) are forms of ridesharing. To be successful potential users are required to travel at the same time between similar origins and destinations. A "matching" service puts potential ridesharers together. BC Transit is involved in several programs in Greater Vancouver.

### 4.4.1 Pool Partners

The Park-Ride lot at the Scott Road SkyTrain Station in Surrey has space for over 2,400 cars and is the largest such facility in the Vancouver region. On most days the facility is over 80% full. Parking space close to the station is highly valued and fills up quickly. In 1990, a survey of Park-Ride users revealed that a significant number of users travelled relatively short distances from similar origin points. To encourage more efficient use of the lot, BC

Transit introduced "Pool Partners" a computerized ride matching service using "Easy Rider" software. Potential users are asked to contact BC Transit's Marketing Department for potential pool partners. The carpools are given preferential parking spaces near the station. At the present time there are 12 carpools using the "Pool Partners" program.

*Contact: Ms. Catherine Dawson, Market Research Assistant*
*BC Transit, (604) 540-3453*

### 4.4.2 Jack Bell Foundation Vanpool

A non-profit foundation (Jack Bell) leases vans to any group of eight commuters who travel over 25 kilometres to work. One person agrees to be the driver, who has special responsibilities. Duties of the driver include driving the van and picking up and discharging members of the vanpool according to a mutually agreed route and schedule. The driver is also responsible for cleaning, servicing and fuelling the van. Vanpool users (except the driver) pay a monthly fare based on distance. On average, the fare is $100 per person, comparable to a three zone transit fare.

Today the JBF vanpool program has 59 vanpools in the Vancouver region. Most vanpools operate suburb-to-suburb trips which are difficult and costly to serve by public transit. Approximately 30% of the JBF vanpool users are former transit riders.

Fares cover all operating costs of the program. Administrative and marketing expenses which total $150,000, are covered 50:50 by the GVRD and BC Transit. The program is operated by a non-profit society with two staff persons.

*Contact: Ms. Joan Sneddon, Market Research Officer*
*BC Transit, (604) 540-3454 or*
*Ms. Karen Halex*
*JBF Vanpools, (604) 875-5913*

### 4.4.3 Transit Priority Measures

A number of transit priority measures have been implemented in the Vancouver region since the early 1970's. These include transit only streets, exclusive bus lanes, queue jumpers at major congestion points, bus-activated signals and high occupancy vehicle (HOV) lanes. In 1994 the region provided the following:

| | |
|---|---|
| Kilometres of Exclusive Bus Street | 0.5 |
| Kilometres of Exclusive Bus Lane | 8.0 |
| Number of Queue Jumpers | 10 |
| Kilometres of HOV Lanes | 1.5 |
| Number of Bus Activated Signals | 9 |

The Ministry of Transportation and Highways propose to introduce changes to allow vanpools of six or more persons to use a number of queue jumpers and bus lanes which until now have been exclusively used by buses. The project will encourage the use of vanpools by providing travel time incentives over single occupant vehicles on some major transportation corridors. BC Transit has worked closely with the Ministry to ensure the change will not negatively impact transit operations.

*Contact: Mr. Hansel Wang, Senior Transportation Engineer*
*BC Transit, (604) 540-3392*

## 4.5 Fuel Taxes

Studies have shown that increasing the cost of automobile travel relative to other modes can have a significant impact on travel decisions. In the Vancouver region, the private automobile is subsidized by approximately $2,800 per year. Increasing the cost automobile users pay can reduce overall demand while providing revenue for alternative forms of travel such as transit.

The BC Transit Act allows the Vancouver Regional Transit Commission to levy a tax on motive fuel sold within the boundaries of the service area. The tax which requires the approval of the Province is used to raise a portion of the transit deficit. Currently a 4 cent a litre tax on motive fuel raises approximately $75 million to fund regional transit services.

*Contact: Mr. Glen Leicester, General Manager, Long Range Planning*
*BC Transit, (604) 540-3396*

## 4.6 Parking Management

The availability and cost of parking is one of the most important transportation demand management tools. In the Vancouver region, the majority of parking in the region is provided free to users. This parking in reality is not provided free, but is a subsidy to the automobile that is included in the price of goods and services that society consumes. Only in downtown Vancouver and a few major activity centres is there a shortage of parking and anything resembling market prices for parking. Not surprisingly, 33% of all peak period transit trips taken in the region are destined to downtown Vancouver.

Recognizing that higher parking costs can encourage modal shifts, the BC Government recently introduced changes to the BC Transit Act to allow the Vancouver Regional Transit Commission to impose a tax on non-residential parking spaces to be used to improve public transit services.

*Contact: Mr. Glen Leicester, General Manager, Long Range Planning*
*BC Transit, (604) 540-3396*

## 4.7 Transit & Land Use

A city's reliance on different modes of transport is related to its population density. Less dense, sprawling cities are more automobile oriented, while compact cities tend to be more reliant on transit. Local governments have the legal and regulatory instruments to develop more transit supportive land use.

BC Transit is seeking more cooperation from municipalities to formulate policies and regulations that promote greater use of public transit and less use of automobiles. This includes sponsoring workshops with municipal planners and engineering departments to promote the benefits of more transit "friendly" urban design, workshops with the Union of BC Municipalities and the Urban Development Institute and partnerships with other interested agencies (e.g. Energy Council, BC Hydro).

To better communicate the benefits of more transit oriented development, BC Transit has produced a report on Transit Friendly Design Features. The report has been widely circulated to local governments and interested agencies.

*Contact: Ms. Helen Cook, Transit Planner*
*BC Transit (604) 540-3398*

## 4.8 Gateway TRP Plan

BC Transit relocated its Corporate headquarters in September 1994 to a new office building located in the Gateway Development in the City of Surrey. Intrawest, the owners of the building developed a Trip Reduction Plan designed to reduce single occupant vehicle commuting. As a result of the TRP, Intrawest were able to secure a 25% reduction in the number of on-site parking spaces.

The TRP program is called Travel Choices. It features reduced parking rates and preferential parking for carpools and vanpools, lockers and showers for cyclists, an on-site daycare centre and a guaranteed ride home program. BC Transit employees enjoy free transit passes, good for travel on buses and trains which serve the new facility.

In addition, Intrawest had developed the TravelBucks program, where Gateway employees who walk, rideshare, cycle or take transit are eligible to earn points which can be redeemed for prizes and services. To date the program has been very successful with the parking lot less than 50% full on most days. The Intrawest plan has been cited as a model for other suburban office developments.

*Contact: Ms. Karen Hodgson, Marketing Liaison Officer*
*BC Transit, (604) 540-3452*

## 5.0 CONCLUSION

The primary reasons for implementing TDM are cost efficiency and reducing automobile use. TDM is cost effective because it helps to make better use of existing transportation infrastructure and can delay or reshape growth in supply which would otherwise be required to alleviate congestion. TDM can improve air quality, because it reduces single occupant vehicle use.

In the Vancouver region, BC Transit has developed a number of partnerships with other agencies and employers to reduce automobile use and promote alternative forms of travel. Many of these programs are simple to implement and can offer immediate returns. Increased transit ridership is one benefit, however, the region as-a-whole benefits from reductions in single occupant vehicle use.

# News Clips

# SFU goes green with fleet of vans

P-15 Oct. 26/94
Burnaby News (New Westminster)

*University opts to keep its beautiful views of the Lower Mainland rather than add more pollution to the air*

By Scott Neilson
BURNABY NOW REPORTER

What has four wheels and flies?

The answer, at least at Simon Fraser University, is a new, air conditioned, eight-passenger, natural gas powered minivan.

The Burnaby Mountain campus is putting in its best effort to go green with a fleet of eight low emission minivans, being used to transport almost 50 SFU students and employees to and from work every day.

The idea of vanpooling started 19 months ago to cut down on the daily vehicle emissions that often leave an ugly greenish-yellow blanket of muck hanging over the Greater Vancouver area.

*"From our vantage point, we see that yellowish-grey haze hanging over Burnaby. It made our decision easy."*

**Ralph Yeomans**
TRAFFIC AND SECURITY MANAGER FOR SFU

"From our vantage point, we see that yellowish-grey haze hanging over Burnaby," said Ralph Yeomans, traffic and security manager for SFU. "It made our decision easy — if we were to get involved in a vanpool program, why not increase the benefits further by using a cleaner fuel like natural gas?"

The evidence clearly shows vanpooling makes a difference to air quality. According to BC Gas, every vanpool on the road eliminates up to eight single occupant vehicles (SOVs) and their emissions.

While vanpooling alone significantly reduces road congestion and emissions, natural gas goes even further.

Each SOV emits nearly 1,000 pounds of emissions into the atmosphere every year, while a natural gas van emits just 41 pounds per year.

Yeomans estimates the vanpool costs one-quarter of an SOV, including insurance, parking and maintenance.

Sherry Walsh, one of the vanpool users, says she likes the social aspects of pooling. "You have assured transportation all the time. You get to meet people, make friends and then there's the environmental aspect of it."

Pooling also reduces stress and absenteeism at work.

"When we drive in the vanpool we don't have any stress because someone else is doing the driving for us," adds Val Nelson, of SFU's chemistry department. "We just get to sway back and forth with the music."

"Before the kids had to leave me alone for an hour so I could wind down," Jake Meijer said of his old daily commute on Lower Mainland roads. "Now I walk in the door and I'm ready to carry on with whatever's next on the agenda... I think I've done my share."

Yeomans says the program has become so successful he expects to have a fleet of 20 vans on the road within the next three years.

"The nice thing about it is it's environmentally friendly and has the potential to pay for itself," said Gary Langle, natural gas fleet advisor for BC Gas. "If your company fits the criteria then there's really not a good rationale to say no. There's very few downers to the whole thing."

If you are interested in starting a vanpool at your company call 879-RIDE (7433).

1/2

1x

# Park the car and really fly, office staff told

Front Page Oct. 26/94

WS Clips
A2
The Vancouver Sun, Wednesday, October 26, 1994

HAROLD MUNRO
Vancouver Sun

Transportation planner Richard Drdul is trying to help workers at the new Gateway tower in Whalley kick the automobile habit.

"A car is like a drug habit. You can roll up the window and smoke a cigarette if you want. You can turn the stereo up as loud as you want," says the planner with Urban Systems in Richmond.

"That's a pretty powerful drug to take away from people."

The glacier-blue Gateway tower, which opened last month, is unique more for what it doesn't have — parking — than for the usual office amenities.

Development company Intrawest hired Drdul to help create a trip-reduction program for their newest office building.

The result is Travel Choices, the Lower Mainland's most comprehensive program aimed at getting commuters out of cars.

Gateway rises 18 storeys and hums with the activity of 500 office workers. There is a fountain and a terraced seating area outside. There is a fitness facility open to those who work in the building and a coffee bar going in on the ground floor.

IAN SMITH/Vancouver Sun

WALKS TO WORK: Patricia Keeping at office tower

But there is 25-per-cent less parking here than at a traditional office tower in the region.

Instead, Gateway tenants and their employees are eligible for Travel Choices: everything from cheaper parking rates for car- and van-poolers to free rides home for family emergencies and lockers for cyclists.

There is also TravelBucks, a program based on the same principle as Safeway's air miles card promotion, in which shoppers accumulate points toward free air fare.

Beginning next month, Gateway employees who walk, bicycle, take transit, car-pool or van-pool to work will be eligible for TravelBucks.

Each day an employee uses an alternative travel choice to get to work, they will earn one TravelBuck. These can be redeemed from Intrawest for prizes and services such as a car

Please see GATEWAY, A2

## GATEWAY: Park the car

Continued from A1

oil change ($110), transit fare-savers ($100), a deli lunch ($30) or relaxation tape ($40).

The theory behind TravelBucks, Drdul explains, is to provide commuters with a daily incentive not to drive. "You don't want people after a couple of months to say, 'I think I'll go back to my car.' "

Such trip-reduction programs are common in the U.S. where they are mandated by local governments, but relatively new in the Lower Mainland where they are strictly voluntary.

Intrawest convinced city council that Travel Choices would reduce the number of cars coming to Gateway every day by at least 25 per cent. As a result, the city allowed Intrawest to build 25 per cent fewer parking spaces, saving the developer about $1.75 million in construction costs.

"If they fail to meet the objectives (of the agreement), they will be required to provide the parking spaces in the next phase of the project," said Surrey Mayor Bob Bose.

"It made good economic sense. It was forward-thinking."

●

There is more at stake here than the efficiency of a single office tower.

Intrawest has already built Gateway and two residential highrises in Whalley and has plans for a dozen towers on the same site adjacent to the Gateway SkyTrain Station. The area is expected to be home to 5,000 workers and 2,500 residents in 10 to 15 years.

The plan is to extend the Travel Choices program to everyone living or working in this new commercial-residential centre, says Drdul.

Bose says Surrey residents benefit from the Gateway program because it reduces traffic congestion and creates need for fewer parking lots in the city centre, where land can be put to better use.

He considers Gateway a model for the rest of the region at a time when local municipalities and the provincial government are trying to curtail car travel.

The mayor chairs the Greater Vancouver regional district's strategic planning committee, which is studying transportation issues in the region. The province and district are also working together on a long-range transportation plan that proposes bridge tolls and increased parking fees as deterrents to the private automobile.

●

Intrawest is banking on Travel Choices to lure tenants into a competitive office rental and condominium market.

Alex Dantzer moved his law office to the 12th floor of Gateway from Guildford so he could leave his car at home. He lives about two kilometres from the tower and plans to cycle to work as soon as the lockers are installed and he has a place to stash his business suits.

The big draw for him, aside from the chance to ride his bike to work, is the location of Gateway on the SkyTrain line.

As an immigration lawyer, Dantzer must be in downtown Vancouver regularly for hearings. That used to mean driving in from Guildford.

"Until I moved in here, I used to take the No. 1 Highway and sit in that parking lot," said Dantzer, who now zips downtown on SkyTrain in a half hour.

Gateway is more than 75-per-cent occupied one month after opening.

The largest tenant is BC Transit, which moved its head office and 300 employees to Surrey from Vancouver last month.

Neither transit president Blair Trousdell nor transit chair Derek Corrigan has reserved parking spaces at Gateway. There is no free parking for any transit employee. That would look bad, say Trousdell and Corrigan, who ride transit to work from North Vancouver and Burnaby respectively.

The union representing transit office workers has filed a policy grievance over the lack of free parking for its members. The 230 unionized employees argue that they are entitled to free parking in Surrey because they had it at the former head office in south Vancouver.

"It's causing quite serious problems for employees having to travel by bus," said Paula Stromberg, communications director for the Office and Technical Employees Union.

"It's an erosion of our privileges."

Corrigan predicts the full impact of reduced parking and other transportation demand management strategies will soon be felt in the public and private sectors.

"I think there are a lot of people out there who are going to be complaining about the same thing throughout the Lower Mainland," said the transit chair.

"Transportation demand management strategies are coming."

●

Patricia Keeping works in the BC Transit claims department.

She doesn't need a parking spot after moving from one of the most densely populated neighborhoods Canada to Whalley so she could walk to work.

A confirmed West Ender, Keeping lived for 19 years in an apartment with Stanley Park as her backyard and the coffee houses of Denman Street around the corner. Then in August she and her husband moved to Surrey.

"This is the last place that I ever thought I'd live," she admits.

The couple was following the lead of her employer. Her husband works in Langley, so the move also knocks nearly 100 kilometres off his daily commute. It's a 20-minute stroll from Keeping's front door to Gateway, compared to a cross-city bus commute when she lived and worked in Vancouver.

Proof of the early success of Travel Choices is found below ground.

Five hundred people work at Gateway but about half of the 350 parking spaces in the split-level underground lot remain empty most days.

**APPENDIX 4**

# URBAN TRAVEL DEMAND MANAGEMENT

# STRATEGIC PARTNERSHIPS

## CUTA WORKSHOP ON TDM

**CALGARY, ALBERTA**

**NOVEMBER 27, 1994**

**Ron Drolet**
**BC Transit - Victoria**

# TDM CONCEPT

- Policies, programs, actions and strategies that make more effective use of existing transport infrastructure

- Focus on 'people movement', mobility and not on supply

- Increase vehicle occupancy

- Changing travel behaviour, values

  – mode choice
  – timing of trip
  – trip elimination
  – pooling

- Focus on daily commute

  – congestion and road system capacity
  – air quality

# TOOLS

- Priority treatment for non-Single-Occupant Vehicles (S0V's)

- Pricing and taxation incentives/dis-incentives

- Education, Information

- Changing or Flexible Work Practices

  – Variable Hours
  – Telecommuting
  – Modified Work Weeks

- Employer/agency administrative assistance

- Service and facility improvements for transit, cycling, pooling

- Land use development and coordinated planning

# TDM PROGRAM DEVELOPMENTS IN VICTORIA

- GO GREEN
  - Vancouver start 1990
  - Victoria - BC Transit

- Information, awareness, air quality

- 1991
  - TDM Investigation
  - Employer Information Program
  - ETA Training Program

- 1992/93
  - Camosun College
  - University of Victoria
  - Other public agencies

- 1993
  - The Victoria Accord

- 1994
  - Provincial Government (employer) TDM
  - Employer Bus Pass Program in Victoria

# CAMOSUN COLLEGE TDM PROGRAM

- Program development started 1991
  - rapid growth in enrollment - 7,000+ students
  - parking lot capacity and area streets

- Establish goals for student and faculty transportation
  - gain community support
  - ensure long-range development of College
  - protect Campus green space and environment

- Student/faculty support, funding - survey of travel habits, parking supply/revenue

- Students and staff separately treated but same objectives

- Program start fall 1992:
  - bus pass subsidy - BC Transit reduced price of adult monthly pass sold to full-time students {$40 →$32 in 1991}
  - Camosun subsidized 4 month 'CAM PASS' package $79.95 {50% of adult rate and 62.5% of full-time student rate}

- Camosun TDM Program elements (students):
  - increased parking rates (doubling)
  - progressive bus pass subsidies
  - car pooling - registry and dedicated parking
  - cycling support and storage services
  - work with municipality and BC Transit on cycling, road safety and improved transit
  - program paid for by increased parking revenues

- Transit elements - increased service frequency on routes to major campuses and introduction of new, direct routing.

- Bus pass sales to students prior to September 1992 subsidy program - 773
  - Monthly sales in first year of subsidy - 1,300 {+68%}
  - Monthly sales in second year - 1,391

- First major program in Victoria

- Rapid expansion of Campus facilities and enrollment is forcing continued TDM development.

# CAMOSUN COLLEGE 'CAMPASS' RESULTS

## Total Bus Pass Sales to Students

| | 1990/91 | 1991/92 | 1992/93 | 1993/94 |
|---|---|---|---|---|
| September | 602 | 769 | 1,055* | 1,037 |
| October | 798 | 947 | 1,308 | 1,355 |
| November | 827 | 962 | 1,354 | 1,445 |
| December | 550 | 659 | 1,278 | 1,435 |
| January | 734 | 787 | 1,242 | 1,301 |
| February | 901 | 899 | 1,368 | 1,518 |
| March | 830 | 862 | 1,393 | 1,548 |
| April | 596 | 651 | 1,401 | 1,490 |
| **TOTAL** | 5,838 | 6,536 | 10,399 | 11,129 |

School year Pass Sales 1993/94 with subsidy program compared to 1991/92 before subsidy: 70% higher

* Note: Bus pass subsidy program began in September 1992.

10/94

## CAREY ROAD CAMPUS

*(Monday to Friday only)*

| Trips to Camosun | | | Trips from Camosun | | |
|---|---|---|---|---|---|
| Lv. Douglas at Yates | Routes Via | Ar. Camosun College | Lv. Camosun College | Routes Via | Ar. Douglas at Fort |
| 1:30 | 31 | 1:49 | 1:46 | 30 | 2:04 |
| 1:45 | 30 | 2:04 | 2:00 | 31 | 2:18 |
| 1:58 | 31 | 2:17 | 2:17 | 30 | 2:36 |
| 2:11 | 30 | 2:30 | 2:26 | 31 | 2:44 |
| 2:20 | 31 | 2:39 | 2:37 | 30 | 2:56 |
| 2:29 | 30 | 2:48 | 2:47 | 31 | 3:06 |
| 2:38 | 31 | 2:57 | 2:59 | 31 | 3:17 |
| 2:50 | 30 | 3:09 | 3:09 | 30 | 3:28 |
| 3:01 | 31 | 3:20 | 3:19 | 31 | 3:37 |
| 3:11 | 31 | 3:30 | 3:26 | 30 | 3:48 |
| 3:18 | 30 | 3:37 | 3:33 | 31 | 3:51 |
| 3:35 | 31 | 3:54 | 3:40 | 30 | 3:59 |
| 3:48 | 30 | 4:07 | 3:56 | 31 | 4:14 |
| 3:56 | 31 | 4:15 | 4:04 | 30 | 4:23 |
| 4:04 | 30 | 4:23 | 4:22 | 31 | 4:40 |
| 4:07 | 31 | 4:26 | 4:36 | 30 | 4:55 |
| 4:15 | 30 | 4:34 | 4:40 | 31 | 4:58 |
| 4:25 | 31 | 4:44 | 4:54 | 30 | 5:13 |
| 4:37 | 30 | 4:56 | 5:00 | 31 | 5:19 |
| 4:48 | 31 | 5:07 | 5:19 | 30 | 5:37 |
| 4:55 | 30 | 5:14 | 5:35 | 31 | 5:54 |
| 5:10 | 31 | 5:29 | 5:50 | 30 | 6:08 |
| 5:20 | 30 | 5:39 | 6:13 | 31 | 6:31 |
| 5:30 | 31 | 5:46 | 6:32 | 30 | 6:50 |
| 5:40 | 30 | 5:56 | 6:54 | 31 | 7:12 |
| 5:50 | 31 | 6:06 | 7:14 | 30 | 7:31 |
| 5:59 | 30 | 6:15 | 7:30 | 31 | 7:48 |
| 6:22 | 31 | 6:38 | 7:50 | 30 | 8:07 |
| 6:40 | 30 | 6:55 | 8:10 | 31 | 8:27 |
| 6:52 | 31 | 7:08 | 8:30 | 30 | 8:47 |
| 7:11 | 30 | 7:25 | 8:50 | 31 | 9:07 |
| 7:32 | 31 | 7:45 | 9:10 | 30 | 9:27 |
| 7:52 | 30 | 8:06 | 9:30 | 31 | 9:47 |
| 8:12 | 31 | 8:26 | 9:50 | 30 | 10:07 |
| 8:31 | 30 | 8:45 | 10:10 | 31 | 10:26 |
| 8:52 | 31 | 9:06 | 10:28 | 30 | 10:44 |
| 9:11 | 30 | 9:25 | 10:50 | 31 | 11:06 |
| 9:32 | 31 | 9:46 | 11:08 | 30 | 11:24 |
| 9:51 | 30 | 10:05 | 11:30 | 31 | 11:46 |
| 10:12 | 31 | 10:24 | 11:50 | 30 | 12:06 |
| 10:31 | 30 | 10:43 | 12:18 | 31 | 12:34 |
| 10:52 | 31 | 11:04 | 12:40 | 31 | 12:53 |
| 11:11 | 30 | 11:23 | - | - | - |
| 11:32 | 31 | 11:44 | - | - | - |
| 11:46 | 30 | 11:58 | - | - | - |
| 12:12 | 31 | 12:24 | - | - | - |

## CamPass

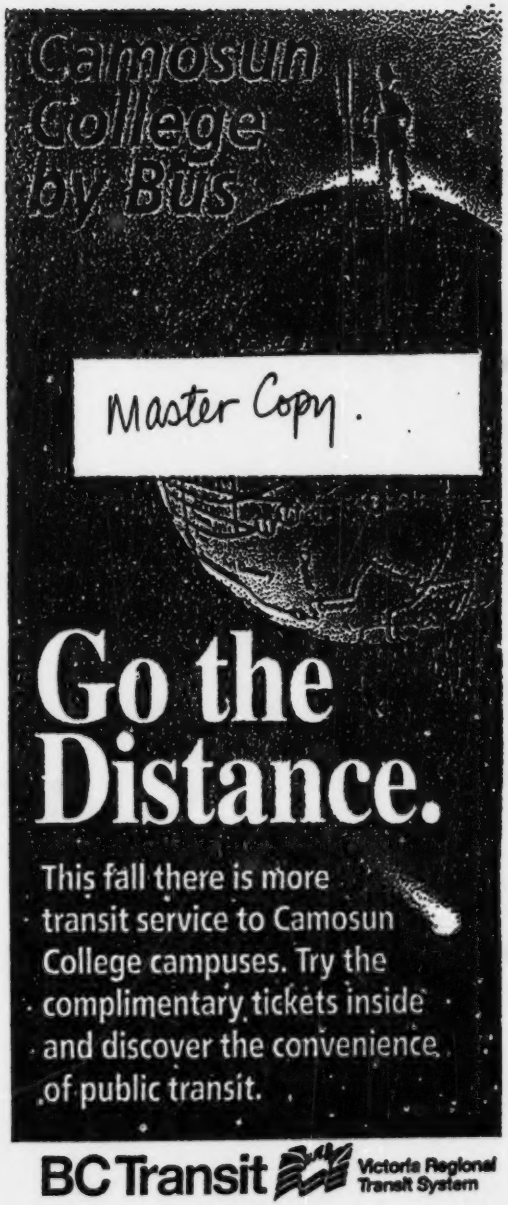
In 1992, Camosun College took the initiative to influence travel behavour and reduce the number of single occupant vehicles on the road. The College offered its students a substantial subsidy towards a semester bus pass. The program was very successful. This year, the College has increased the options for students and is once again offering monthly bus pass packages at a considerable cost savings. CamPasses are sold at all Campus cashiers.

| | Full Value | College Subsidy | Sale Price |
|---|---|---|---|
| 1 monthly pass | $37 | $0 | $37 |
| 2 consecutive monthly passes | $74 | $11 | $63 |
| 3 consecutive monthly passes | $111 | $30 | $81 |
| 4 consecutive monthly passes | $148 | $58 | $90 |

***With savings like these, choose to buy your transit passes today!***

**BUSLINE 382-6161**

93/237/4M Printed on recycled paper


Camosun College by Bus
Master Copy.
Go the Distance.
This fall there is more transit service to Camosun College campuses. Try the complimentary tickets inside and discover the convenience of public transit.
BC Transit
Victoria Regional Transit System

# UNIVERSITY OF VICTORIA TDM PROGRAM

- University of Victoria Transportation Task Force February 1993
  - study existing Campus transportation facilities, programs and policies
  - recommend new policies which support University's development plans while protecting Campus environment and meeting plans of adjacent municipalities

- Currently over 15,000 students and 3,200 faculty/staff

- Transit has 11% share of trips to/from Campus

- Building plans included major parking structure - funding limits, neighbourhood concerns

- Task Force recommendations:
  - goal - doubling travel options share of trips to UVic within 3 years (to 50% non-SOV)
  - substantial increase in general parking rates and elimination of the special student parking rate
  - increased revenues to fund TDM Program
  - bus pass subsidy - $5/month or $25/semester pack of 4
  - cycling facility improvements
  - special car pool rates and locations
  - increased lighting, campus security and traffic safety programs

UVIC
UNIVERSITY OF VICTORIA

*Media Release*

***FOR IMMEDIATE RELEASE June 20, 1994

# PARKING RATE HIKE FUNDS STUDENT BUS PASS SUBSIDY, CAMPUS SECURITY IMPROVEMENTS

The University of Victoria Board of Governors at its regular June 20 meeting approved substantial increases in the cost of parking on campus for students, staff, faculty, and visitors. The additional funds generated by the increase will support a subsidy for student bus passes, improvements in campus security, and additional facilities and services for bicycle commuters.

The decision to increase rates and apply the additional funds to such initiatives was taken in light of recommendations by UVic's 1993 Transportation Task Force and the results of a referendum in which UVic students voted to support increased parking fees of up to 110 per cent to finance bus pass subsidies.

Effective Sept. 1, 1994, parking rates will rise approximately 32 per cent to $168 for General Reserved Parking, $96 for General Parking, and $384 for the University Centre Parkade. The Carpool rate will be half the General Parking rate.

Despite the increase, parking rates at UVic are substantially lower than those at SFU and UBC. The 1994/95 general parking rate for staff and students for a year at SFU, for example, is $234–256, compared to $96 at UVic.

The student bus pass subsidy of $5 per month will be financed entirely by students through the elimination of the special General Student Parking rate. Students will pay the regular General Parking rate and the difference will be used to subsidize an estimated 19,500 subsidized bus passes per year for both undergraduate and graduate students.

The increased rates will also provide $25,000 for improved lighting along pathways and in parking lots and the development of an emergency telephone system in parking lots. An additional $30,000 will be applied to fund initiatives to be recommended by the UVic Bicycle User's Committee. These could include such initiatives as additional covered bike parking facilities and bicycle safety education.

—30—

For further information, contact either Don Marykuca, Manager of Traffic and Security, at 721-7600, or Dr. Don Rowlatt, Vice-President Finance and Operations, at 721-7018.

Public Relations & Information Services, P.O. Box 3060, Victoria, B.C. V8W 3R4 Telephone (604) 721-7636 FAX (604) 721-8955

# VICTORIA ACCORD
# PROVINCIAL GOVERNMENT TDM

- July 1992 agreement between City of Victoria and Province to cooperate on major development projects in downtown Victoria

  - New government offices in the Legislative Precinct
  - Improvement to Inner Harbour transport facilities
  - Downtown circulation and Streetcar Feasibility Study

- New Government office buildings - approximately one million square feet - relocation and consolidation of employees - net increase of 1,100 in core area

  - Downtown congestion, parking
  - Inner city neighbourhood concerns
  - Employee impacts - survey of current travel patterns and attitudes of 11,000 Provincial employees
  - Opportunities to significantly shift away from SOV dominance in the Legislative Precinct

- TDM program developed - included as part of rezoning and development agreements approved by City

- Provincial Government TDM program elements:

  - Transit service development plan (5 year)

    - peak hour frequency
    - network improvements and route extension
    - new facilities including major downtown exchange

  - Transit priority measures

- Reduction in employee parking - no replacement of some surface parking areas lost to new construction
- Move remaining parking to market rates {currently $15 versus $60}
- Secure bicycle storage facilities
- Guaranteed ride home
  Specific mode share targets by building - monitoring program established {e.g. 19% to 35% for transit in Precinct}
- Extend 'flex hour' program
- Lockers and showers to promote bicycle, walking
- Traffic management and on-street parking controls enhanced
- Government employee car pooling, ride matching
- Education, information - support program, ETA coordinator in each Ministry
- Agreement with non-profit van pool service
  First employee bus pass through payroll deduction - agreement with BC Transit
- Participation in and cost-sharing of adjacent community traffic study
- Telecommuting program
- Establish 'GECO' office
- Joint union-management committee

- Bus pass agreement in place

  - 855 initially signed up in first 60 days
  - Pricing - revenue neutral basis

# BC SYSTEMS CORPORATION TDM PROGRAM

- Provincial Crown Agency with 1,100 employees at various work sites

- Program launched June 1992
  - Employee information, education and encouragement to try the options
  - Bike lockers, clothing lockers at headquarters building
  - Free bicycle safety and maintenance courses
  - Car poll/ride matching with free parking
  - Van pooling through non-profit agency
  - Telecommuting program
  - Shuttle bus pilot project between work sites - open to other government employees
  - Parking fees raised at headquarters, though still below market rate, revenue funds other elements of TDM
  - ETA coordinator, support services

- Signing up for employer bus pass through payroll deduction starting January 1, 1995.

# GREATER VICTORIA HOSPITAL SOCIETY

- Employer for all staff at the four major acute and extended care facilities in Greater Victoria - 6,000+ employees

- Major developments planned for Jubilee Hospital site

- Development approval by City included TDM and traffic /road improvement requirements

  - must have TDM plan developed by consultant - to reduce on-site parking, preserve green space on hospital lands

  - transit facility upgrades adjacent to site

  - road and traffic flow on site and adjacent roads

  - contribution to neighbourhood parking enforcement

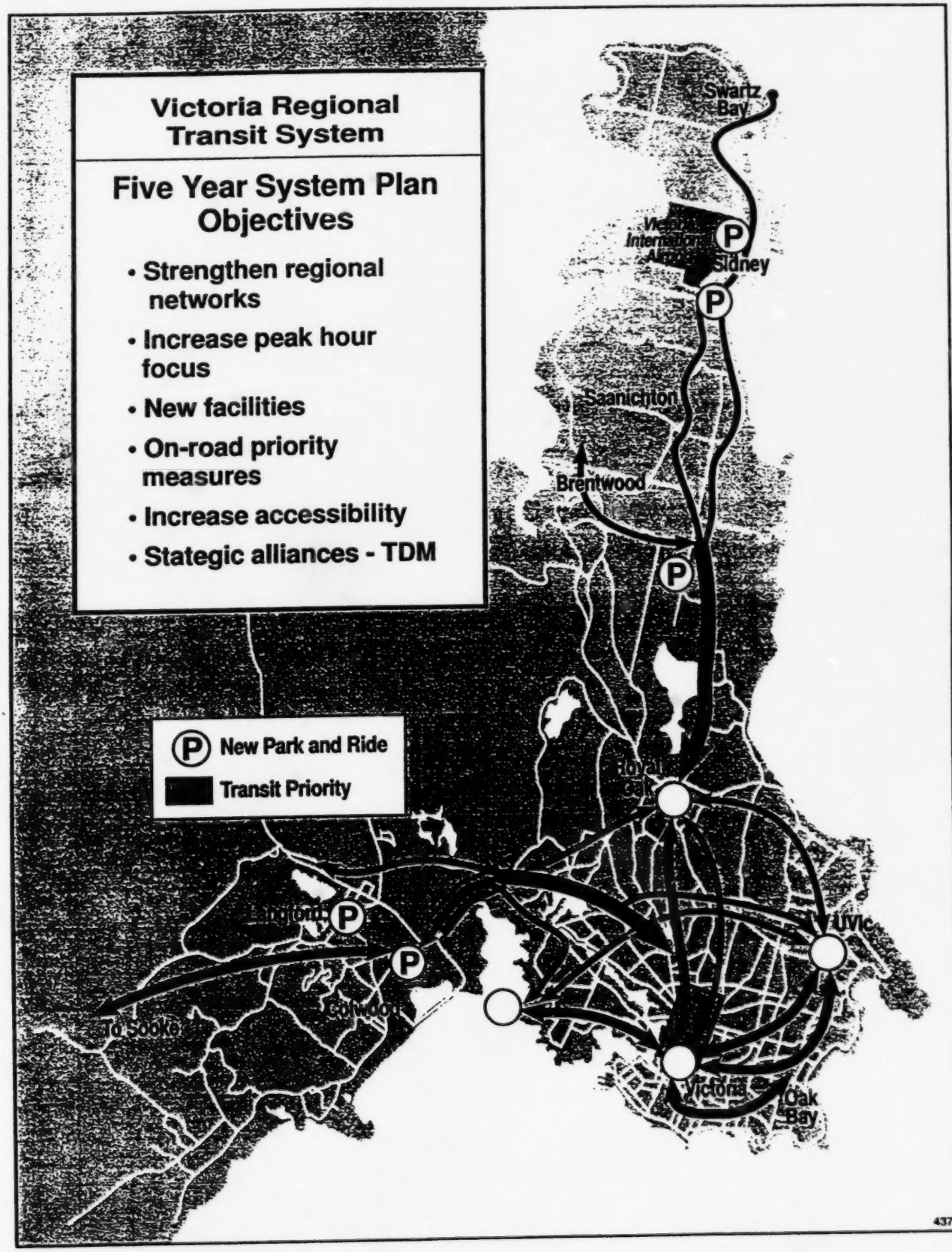
- Existing programs include car pool/ride matching service, inter-site hospital shuttle, TDM committee, employee information program

- Agreement to establish on-site pass/ticket sales locations, cooperation with City, BC Transit and neighbourhood representatives on service improvement and traffic management

- Longer term consideration of bus pass payroll deduction - high percentage of casual, part-time and variable shift workers.

# DEVELOPING STRATEGIC PARTNERSHIPS

- Presence or lack of policies, mandate, resources
- Awareness, education, support
- Opportunities to deal with major agencies and employers
- Flexibility, options to respond to circumstances - avoid 'fixed' program
- Internal 'Champion' and administrative support
- Broadening of relations with other transport providers and interests
- Innovative tariff services and information delivery
- Broader community and decision-maker support
- Transit service quality and pressures for improvement (a positive)


Victoria Regional Transit System
Five Year System Plan Objectives
• Strengthen regional networks
• Increase peak hour focus
• New facilities
• On-road priority measures
• Increase accessibility
• Stategic alliances - TDM
Swartz Bay
Sidney
Saanichton
Brentwood
Royal Oak
UVic
Victoria
Oak Bay
Colwood
To Sooke
P New Park and Ride
Transit Priority
4372

# ETA Checklist

- ☐ An ETA must be seen to be followed. Draw attention to the Trip Reduction Plan by heightening your own visibility. At the very least, every employee should know your name, what you do, and how to reach you.

- ☐ Be pro-active. Be an initiator. Be a buddy. Use the phone when face-to-face meetings aren't possible. Set the tone from the outset by being positive, easy-going, quick to offer praise and encouragement, and never too busy to make a presentation. A modified open door policy, featuring ETA Office Hours, can help preserve time needed for regular work duties.

- ☐ After the ETA training, sit down quietly and draw up a rough action plan and schedule for the next 12 months. Review and refine this as the Trip Reduction Plan takes shape. (Chapter 14, Implementation, contains a sample master workback schedule.)

- ☐ Get management to lead the way. More than anyone, company leaders can send a powerful message by actively participating in the trip reduction program.

- ☐ Consider establishing a Transportation Steering Committee representing each department, the union (if applicable), and each commuter type (i.e., transit rider, solo driver, cyclist, walker, ridesharer, variable-hour worker, telecommuter). To keep numbers down, committee members could represent both a department and a commute mode.

- ☐ Continue your transportation education by joining the ETA Network and attending Network workshops and seminars.

- ☐ Practice what you preach. If the ETA doesn't participate in his or her own program, it will certainly lack credibility.

- ☐ Where possible, your office should be located near a high-traffic area that can be easily reached by most employees.

- ☐ Even in larger American cities, where Transportation Demand Management is well-established, there are few full-time ETAs. Most ETAs piggyback trip-reduction programs on top of regular duties. The amount of time an ETA is encouraged to spend on ETA duties is an excellent measure of a company's commitment to its trip reduction program. Keep an accurate time sheet (see Chapter 15, Evaluation).

- ☐ Listen when fellow commuters talk. Make sure that commitments are met and that co-workers and management alike are responded to in a timely manner. Never let anyone imagine that they've been forgotten.

- ☐ Always have a contingency plan. What happens when you're on vacation, away sick, or on a business trip? Will the program stop in its tracks, or carry on smoothly? Someone from the Transportation Steering Committee might make a good ETA alternate.

- ☐ Set goals that are challenging, but not impossible. Expecting 100% participation at all times almost guarantees disappointment. And demanding more than a reasonable amount of commitment and enthusiasm from co-workers could alienate potential ridesharers.